

Cheltenham Borough Council

Cabinet Meeting – 17 December 2024

Housing Revenue Account - Interim Budget

Proposals 2025/26 and revised Forecast 2024/25

Accountable member:

Cllr Alisha Lewis – Cabinet Member Finance and Assets

Accountable officer:

Paul Jones – Deputy Chief Executive (Section 151 Officer)

Accountable scrutiny committee:

Budget Scrutiny Working Group

Ward(s) affected:

All

Key/Significant Decision:

No

Executive summary:

This report sets out the Cabinet's interim Housing revenue Account (HRA) budget proposals for 2025/26 for consultation and the revised forecast for 2024/25. The assumptions within the interim budget proposals include estimates of what is likely to be contained within the Local Government Provisional Finance Settlement 2025/26 which is yet to be published at the reporting date. Following publication of this report, if there is any additional information or documentation required to support the consultation, this will be made publicly available.

The Council have faced unprecedented financial challenges over the last four years in providing the resources and support to manage the response to the Covid-19 pandemic and then rising costs and challenges faced by the cost of living crisis.

Although inflation has fallen and interest rates seem to be following, recovery from these events is a slow and gradual process.

The 2025/26 budget proposal outlined in this report is the first step to recovery. As outlined in the section above, all rents are proposed to increase by 2.7% in line with the Government's Social Rent Policy following the announcement of the CPI for September at 1.7%. However, the inflationary increases on base costs over the last two years mean that cost pressures still far outweigh any increase in income within the HRA.

Interest payable on temporary borrowing has been modelled at an average rate of 4.35% for 2025/26 and 3.75% for the subsequent two years. The future years factor in any assumed borrowing in 2025/26 and 2026/27 to fund the HRA capital programme. This is the area of HRA expenditure where the largest pressure is associated. Details of the strategies being employed by the Council to reduce exposure to higher interest rates on temporary debt is set out in the general fund draft budget proposals for 2025/26 and the mid term Treasury Management report which was presented to Full Council on 16 December 2024.

Within the medium term of the HRA budget, further work needs to be undertaken through the consultation period of the proposal as well as into 2025/26 to understand how overall HRA borrowing levels can be minimised. This will be influenced by the changes in Right to Buy legislation which will mean more of the capital receipts will be retained and could be used to fully fund the acquisitions programme which currently relies on additional borrowing to maintain stock levels.

Until the impact of these changes is fully understood, a reduction in the other base costs in the HRA is required to support the medium term sustainability of the HRA reserves. A total saving of £1.35m has been included in the medium term projections for the HRA operating account. The majority of this will be delivered as part of the transition of the housing services back to the Council and will mirror the implementation of the equivalent saving in the general fund. The remaining amount of £350k will be delivered through long term changes to out debt management strategies.

Discipline will continue to be required to ensure this budget is fully delivered, but 2025/26 marks the first budget year in which the Council can be said to truly be starting its long-term recovery from the events of the last five years.

Recommendations: That Cabinet:

- 1. approves the interim HRA budget proposals for 2025/26 (shown at Appendix 2) for consultation including a proposed rent increase of 2.7% and changes to other rents and charges as detailed within the report;**

2. **approves the proposed HRA capital programme for consultation as shown at Appendix 3 and the detailed capital programme in Appendix 4;**
 3. **notes the revised HRA forecast for 2024/25;**
 4. **following the publication of the Local Government Provisional Finance Settlement, delegates authority to the Deputy Chief Executive (Section 151 Officer), in consultation with the Cabinet Member for Finance and Assets, to determine and approve any additional material that may be needed to support the presentation of the interim budget proposals for public consultation;**
 5. **seeks consultation responses by 31 January 2025.**
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1. Implications

1.1. Financial, Property and Asset implications

As detailed in the report and appendices.

Signed off by: Gemma Bell, Director of Finance & Assets (Deputy s151 officer)

1.2. Legal implications

Under the Constitution Cabinet has responsibility for the preparation and consultation on the Council's budget. The final budget will be subject to consideration and approval by Full Council in February 2024.

There are no specific legal implications arising from the report. Where legal matters arise from the recommendations contained within the report, officers will seek advice from One Legal.

Signed off by: One Legal, legalservices@onelegal.org.uk

1.3. Environmental and climate change implications

The works listed within the Capital Programme will lead to a reduction in greenhouse gas emissions, supporting our progress towards becoming a net zero Council and allocating funds towards actions listed within the Climate Emergency Action Plan.

The budget includes investment to retrofit significant numbers of the existing housing stock through a fabric first approach, where-ever possible, to make them more energy efficient, increasing the SAP rating to EPC C or above. This

includes preliminary steps to fund the transition away from carbon reliant heating systems towards low carbon heating systems. Improving the energy efficiency of our homes has co benefits for the customers and the climate. It also includes investment to ensure Council led newbuilds meet or move towards the metrics within the Climate Change Supplementary Planning Document.

Signed off by: Maizy McCann, Climate Officer,
Maizy.mccann@cheltenham.gov.uk

1.4. Corporate Plan Priorities

The actions outlined in this budget proposal will help ensure that the council can deliver its corporate objectives as set out in the Corporate Plan.

Signed off by: Ann Wolstencroft, Head of Corporate Services

2. Equality, Diversity and Inclusion Implications

The proposals for the 2025/26 general fund revenue and capital budgets is focused on the delivery of the 2023-27 plan. Any savings or efficiencies to deliver the budget that require separate decisions will be subjected to their own equality impact assessments. An equality impact assessment for the decisions in this report is included in Appendix 5 and will be refreshed following the completion of the consultation period on 31 January 2025.

3. Performance management – monitoring and review

The budget for the HRA is monitored by the Cabinet and Leadership team throughout the year and reported to Cabinet and the Budget Scrutiny Working Group during the year.

4. Background

4.1. The Council's Constitution requires the Cabinet to prepare interim budget proposals for consultation. The Cabinet is then required to draw up its firm budget proposals, having regard to the responses it has received during the consultation period, and present its report to Council in February 2024. This report presents the draft proposals for the Housing Revenue Account for 2025/26.

5. Wider Economic and Sector Conditions for 2024/25 and 2025/26

- 5.1. The 2025/26 draft HRA budget proposal has been set based on a series of assumptions about the economic outlook for the next 18 months. Inflation sat at 2.3% in October 2024, a rise compared to 1.7% the month before. Although inflation may be stabilising, levels over the previous two years have had a huge impact on our costs. The new Labour Government is consulting on a proposal to increase social and affordable rent by CPI+1% for the next five years measured at September each year which means we continue to be in a position due to inflation levels since 2022/23 where costs will continue to outweigh funding increases.
- 5.2. Inflation in the construction and maintenance sector and high interest rates impact financial viability and timing of delivery of new build schemes and acquisitions of properties. Many housing providers in the sector have reduced or delayed their new build programmes due to these financial pressures. This presents challenges when considering how we increase our housing stock levels and new rental income which can be used to offset some of the pressures in the HRA overhead costs.
- 5.3. The Bank of England base rate increase is also one of the most significant pressures our budget has seen. When this paper was presented to Cabinet last year the base rate was 5.25%, the highest since 2008. It was assumed based on treasury advice that this would decrease to 4.25% in 2024/25. The base rate has fallen slightly to 4.75% in 2024/25 but is expected to reduce much more slowly than our previous estimates in 2025/26.
- 5.4. The Autumn Budget Statement from the new Government also announced changes to the Right to Buy legislation which reduces the discount available for any applicants after the 21 November 2024. Changes mean the Council will also be able to retain 100% of the capital receipts from Right to Buy sales indefinitely, making the existing policy permanent. There was a significant increase in applications from tenants to purchase their homes with 65 applications being received in the week before its introduction. This represents the equivalent of nearly two years of Right to Buy applications from previous years. Although the Government policy changes are welcomed by the Council, the long term impact on stock levels and capital financing remain unknown and will need to be monitored.
- 5.5. Another key announcement in the Autumn Statement was an increase in Employers National Insurance contributions from 13.8% to 15.8% of pay and a reduction in the threshold for which this is paid from £9,100 a year to £5,000. The Provisional Local Government Finance Settlement for 2025/26 indicates that funding will be provided to cover this extra cost for all directly employed staff. Following the transition of housing staff back to the Council on 1 July 2024, there is uncertainty over whether staff costs for the HRA will be covered by this or not.
- 5.6. Tax rises and caps on benefits increase pressure on rent arrears and homelessness provision however in the Autumn Statement of 2023

confirmation was given that following the freeze on the Local Housing Allowance (LHA) since April 2020 the rate was be restored to the 30th percentile (meaning the LHA rate will fully cover the rent of up to three in every 10 homes in Cheltenham) from April 2024. The unfreezing of this allowance allowed the rent rise to be fully reflected in new affordable rents in 2024/25 and this will continue into 2025/26.

- 5.7. Work undertaken by officers in preparation for the introduction of the Regulator's Social Housing Consumer Standards from April 2024 has also identified a number of area where additional investment is needed to ensure the Council are compliant. These have been reported separately to the Council's Housing Committee and progress will be monitored into 2025/26 and beyond.
- 5.8. The current operating environment has improved slightly from last financial year although the pressure on rental income growth and on the HRA cost base still provide significant challenges in the medium term. The Council's decision to bring the housing service back into the Council provides opportunities for efficiencies to be realised and to reset the current position in the HRA 30 year business plan. Section 7 of this report outlines the strategy for 2025/26 which will set us on the journey to achieve this.

6. Housing Revenue Account Revised Forecast for 2024/25

- 6.1. The budget for 2024/25 reflected the increasing cost pressures on the HRA with a budgeted net operating surplus of £355,800. The revised forecast shows a negative variance of £285,300 from budget, reducing the operating surplus for the year to £70,500. Significant variations have been identified in previous budget monitoring reports and are shown below.
- 6.2. A number of areas of expenditure in the HRA operational budget vary significantly from the original budget. The general & special management, housing management and repairs and maintenance budgets have all been reprofiled following the transition of housing services back to the Council. This is to reflect the changes to charging between the general fund, the HRA and Cheltenham Borough Homes rather than any significant variances in overall costs. Likewise, depreciation calculations have been reviewed and updated for estimated component rates from the current round of procurement and changes to the timing of new acquisitions and neighbourhood works.
- 6.3. The overspend in the HRA budget is driven by two key areas; the interest payable on debt and the income generated from dwellings. Rental income from dwellings is £111k below the budgeted levels as there have been delays in turning void properties around for re-let. This is also reflected in the projected underspend in this area of the capital budget. Officers are currently reviewing capacity in this area to ensure the number of void properties can

be reduced and re-let as quickly as possible.

- 6.4. Interest payable on HRA debt is expected to be £180k above the budget set in February 2024 which assumed an average interest rate of 4.5%. With short term borrowing rates averaging 5.40% for the first six months of 2024/25, a decision was made to replace £15m of HRA temporary debt with a 5 ½ year PWLB Maturity loan at the rate of 3.97%. The PWLB HRA rate which is 0.4% below the certainty rate which the General Fund receives is available up to June 2025. This discounted rate is to support local authorities borrowing for the Housing Revenue Account and for refinancing existing HRA loans. Further opportunities to replace temporary debt with long term debt will be carried out as and when they arise.
- 6.5. In order to offset some of this overspend, a decision has been taken to reduce the revenue contribution to capital in 2024/25. However, this is not a long term solution as any reduction in this provision will increase the proportion of borrowing required, again impacting on future interest payable. A strategy has been outlined in the section below to start to address the impact of borrowing on the overall HRA balance.

7. Housing Revenue Account Budget 2025/26

- 7.1. The budget proposals for the HRA Operating Account in 2025/26 are set out in Appendix 2. The budget is set in comparison with the original budget and revised forecast for 2024/25.
- 7.2. This shows a smaller net operating surplus than the revised 2024/25 budget position but still includes a contribution to the HRA balance at year end. One of the key drivers in taking the decision in October 2023 to bring housing services back to the Council was the sustainability of the HRA balance which fell below the target of £1.5m for the first time in 2023/24. Since the transition in July 2024, work has begun to understand how this can be recovered over the medium term and how the HRA 30 year business plan can become more sustainable.
- 7.3. The 2025/26 budget proposal outlined in this report is the first step to recovery. As outlined in the section above, all rents are proposed to increase by 2.7% in line with the Government's Social Rent Policy following the announcement of the CPI for September at 1.7%. Social and Affordable rents are proposed to be capped at the Local Housing Allowance (LHA) as in previous years. On 24 October 2024 the Government launched a consultation on social housing rent policy which proposes to permit social rent to increase by CPI+1% for the five years up to 31 March 2031 which would apply to social and affordable rent. This is the increase that has been applied in the future years of the budget but will be reviewed following the

conclusion of the consultation.

7.4. Expenditure budgets reflect:

- An estimated increase in the HRA recharges from the general fund of 5% and inflation on the majority of non-staff costs of 2.7%
- Other shared service cost increases at 5% per annum.
- Assumption that Homes England funding continues at existing levels and shared ownership costs do not change substantially

7.5. Interest payable on temporary borrowing has been modelled at an average rate of 4.35% for 2025/26 and 3.75% for the subsequent two years. The future years factor in any assumed borrowing in 2025/26 and 2026/27 to fund the HRA capital programme. This is the area of HRA expenditure where the largest pressure is associated. Details of the strategies being employed by the Council to reduce exposure to higher interest rates on temporary debt is set out in the general fund draft budget proposals for 2025/26 and the mid term Treasury Management report which was presented to Full Council on 16 December 2024.

7.6. Within the medium term of the HRA budget, further work needs to be undertaken through the consultation period of the proposal as well as into 2025/26 to understand how overall HRA borrowing levels can be minimised. This will be influenced by the changes in Right to Buy legislation which will mean more of the capital receipts will be retained and could be used to fully fund the acquisitions programme which currently relies on additional borrowing to maintain stock levels.

7.7. Likewise the stock condition survey will also mean the planned maintenance programmes for our existing stock will be amended as new data comes in which may change the levels of investment required and subsequently the overall levels of borrowing.

7.8. Until the impact of these changes is fully understood, a reduction in the other base costs in the HRA is required to support the medium term sustainability of the HRA reserves. A total saving of £1.35m has been included in the medium term projections for the HRA operating account. This will be made up as follows:

	2025/26	2026/27	2027/28	Total
	£	£	£	£
Transition of housing services back to the Council	650,000	350,000	-	1,000,000
Reduction in Interest Payable	-	-	350,000	350,000
Total	650,000	350,000	350,000	1,350,000

7.9. The transition of housing services back in house is based on the calculations included in the original decision to wind up Cheltenham Borough Homes and will be implemented alongside the savings within the general fund. The reduction in interest payable will be delivered through debt management strategies outlined above. Progress against the achievement of these savings will be reported regularly through the budget monitoring reports.

8. HRA Capital Programme

8.1. The revised capital programme for 2024/25 shows that expenditure will be £2.504m below the original budget of £16.349m for existing properties. The revised capital programme for new build and acquisitions is also expected to be underspent by £1.762m against the original budget of £10.585m.

8.2. The main variances in the programme relate to the following areas:

- Internal improvements – expected to be underspent by £2m as a result of delays in the contractor procurement for the works. This has been completed in the second half of the financial year in preparation for 2025/26 but will not be mobilised in time to complete all scheduled works in the current year.
- Energy efficiency – the underspend of £900k relates to Wave 2.1 of the Government’s Social Housing Decarbonisation Fund (SHDF) which was launched in September 2022 to support the installation of energy performance measures in social homes in England. Cheltenham were awarded £2.1m in 2023/24 but delays have been experienced in the contracted delivery of the work which is expected to be completed in 2025/26. An application for Wave 3 of the same funding has been made in November 2024 and the Council are awaiting the award decision to

extend the retrofitting even more of our housing stock.

- Fire protection – the budget for these works has been increased from £161k to £773k in response to the work undertaken on the consumer standards which were introduced by the Government in April 2024. An increased base capital budget has also been reflected in the four subsequent years to ensure there is sufficient resources available to take all action needed on remedial works.

8.3. As part of the consumer standards analysis undertaken by officers since the housing service transferred back to the Council in July 2024, the need to update our housing stock condition survey has been identified. Work commenced in Autumn 2024 and data on each of our properties will be updated over the next few years. This will drive changes in the overall planned maintenance programme as the condition of the different property components are re-assessed. This will mean capital investment is being focused where it is most needed to ensure all our properties meet the Government's Decent Homes Standard.

8.4. The capital programme for 2025/26 provides an additional £34.419m of investment in both existing homes and the acquisition and development of new homes. With the new build pipeline expected to deliver the 320 Swindon Road and Swindon Farm developments, this will boost our housing stock levels and start to build resilience in the HRA 30 year business plan. Additionally, work in our existing stock will focus on addressing any issues identified in the stock condition survey as well as balancing the benefits of retrofitting to reduce the overall carbon footprint of the stock whilst reducing energy costs for our tenants. Details by programme area for the four years to 2028/29 are given in Appendix 4.

8.5. During the 2025/26 financial year, other projects and schemes may come to light which require investment by the Council. These proposals will be considered by the Cabinet and approval will be requested through the relevant channels in line with the Council's Budget and Policy Framework Rules.

8.6. The proposed funding of these programmes is set out at Appendix 3 and includes a combination of borrowing, SHDF grant, Homes England grant, shared ownership sales, capital receipts and leaseholder contributions. In 2025/26 the programme is expected to increase levels of borrowing by £18.726m which places a significant pressure on the HRA operational budget as interest rates remain high. This is reflected in the HRA 30 year business plan which continues to show interest cover as a significant risk factor in the long term affordability of the operation of the HRA. This demonstrates the importance of the delivery of the planned savings in the

2025/26 budget strategy following the transition of the housing service back to the Council in July 2024.

9. Consultation process

- 9.1. The formal budget consultation on the detailed interim budget proposals for 2025/26 will be over the period 18 December 2024 to 31 January 2025. The Cabinet will seek to ensure that the opportunity to have input into the budget consultation process is publicised to the widest possible audience. During the consultation period, interested parties including businesses, tenants, residents, staff and trade unions will be encouraged to comment on the initial budget proposals. They will be asked to identify, as far as possible, how alternative proposals complement the Council's Recovery Strategy and Corporate Plan and how they can be financed. The Budget Scrutiny Working Group and Overview and Scrutiny Committee will be invited to review the interim budget proposals in the meetings scheduled for January 2025 and any comments will be fed back to the Cabinet.
- 9.2. Whilst the Cabinet will be as flexible as possible, it is unlikely that any comments received after the consultation period can be properly assessed to allow consideration of their full implications and to enable them to be built into the budget.
- 9.3. All comments relating to the initial budget proposals should be returned to the Director of Finance and Assets (Deputy Section 151 Officer) by the end of the consultation period for consideration by the Cabinet in preparing their final budget proposals. Comments can be e-mailed to moneymatters@cheltenham.gov.uk.
- 9.4. It is important that any political group wishing to make alternative budget proposals should discuss them, in confidence, with the Director of Finance and Assets (preferably channelled through one Group representative) to ensure that the purpose, output and source of funding of any proposed change is captured.
- 9.5. Given the financial pressures and the potentially very difficult decisions which will have to be made, it is important that there is time for members to carefully consider and evaluate any alternative budget proposals. Political groups wishing to put forward alternative proposals are not obliged to circulate them in advance of the budget-setting meeting, but in the interests of sound and lawful decision-making, it would be more effective to do so, particularly given that they may have implications for staff.

10. Key risks

- 10.1. See Risk Assessment in Appendix 1.
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Report author:

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Appendices:

- i. Risk Assessment
- ii. HRA Operating Account
- iii. Major Repairs Reserve and HRA Capital Programme (summary)
- iv. HRA 4-year Capital Programme (detail)
- v. Equality Impact Assessment Screening

Background information:

1. 2024/25 Final Budget Proposal report to Council - 23 February 2024;
2. The Quarter two 2024/25 budget monitoring report to Cabinet – 26 November 2024;
3. The provisional local government finance settlement for 2025/26 – due 19 December 2024.

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
1.01	Volatility in the external policy environment including Government Policy may impact the economic operating environment and future funding of the HRA	Paul Jones	5	3	15	Reduce the risk	Policy changes are monitored closely and the impacts understood and mitigated where there is a significant impact on the HRA (such as future rent policy). A 30-year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term	CBC finance team	Mar 2025
1.02	If material and labour price increases and resource constraints continue in the medium term this may cause further financial restraints and the need for additional savings in the HRA	Paul Jones	4	3	12	Reduce the risk	The current higher than inflation pay rises in the private sector and constraints in the construction sector will continue to be monitored carefully. Long term supply agreements are in place or will be put in place for new programmes through competitive procurement to reduce	CBC finance team	Mar 2025

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
							the risk of labour and material shortages. Sufficient internal resource will be maintained to reduce the impact of subcontractor price volatility. A 30-year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term. The pace and scale of future investment will be managed carefully to protect existing services and support for tenants.		
1.03	If there are insufficient resources to deliver planned maintenance to existing homes or meet additional compliance requirements, then homes may become non decent or there may be an increase in void loss	Paul Jones	4	3	12	Reduce the risk	Robust stock condition data and compliance data is required to inform future capital spend and compliance requirements. Procurement best practice is followed with continuing contract management.	CBH through management agreement	Mar 2025

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
							A 30-year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term		
1.04	If the Net Zero Carbon programme is not carefully planned and delivered and not sufficiently funded by Government, there may be insufficient resources to deliver existing maintenance programmes and services	Paul Jones	4	3	12	Reduce the risk	Resources have been set aside to conduct retrofit activities over the next 4 years in the capital programme. This includes procurement of a new term external works contract and the expectation of additional funding bids to central government for the retrofit programme. The target for new build land owned by the HRA is to deliver low carbon homes. Progress in the sector and funding proposals by Government will be carefully monitored. A 30-year financial plan is maintained, updated	CBC/CBH through partnership working	Mar 2025

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
							and stress tested regularly to ensure the HRA is financially viable over the long term		
1.05	If the transfer of the Housing Service from CBH to CBC is not successfully managed or savings opportunities are not successfully delivered there could be an impact on resourcing/capacity to deliver essential services and compliance requirements as well as an adverse impact on the financial resilience of the HRA	Paul Jones	4	3	12	Reduce the risk	Consultation and close working will continue with CBH service teams, a programme manager has been appointed to manage the transition, there is ongoing financial monitoring of budgets and the HRA business plan	Paul Jones	Mar 2025
1.06	If changes in benefits, including changes to UC rates, or the cost-of-living crisis have a greater impact on tenants than anticipated and planned for, it may increase the level of arrears for the HRA and impact on vulnerable families	Paul Jones	3	2	6	Reduce the risk	The HRA budget includes specific resources to control rent arrears and support tenants through transition to Universal Credit and support tenants during the cost-of-living crisis. This has been successful in	CBH through management agreement	Mar 2025

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
							mitigating the impact so far.		
1.07	If void rent loss is higher than estimated, it will impact on assumed rent income in the HRA	Paul Jones	3	2	6	Reduce the risk	Demand for social housing remains high and is increasing, private rents are increasing unaffordable for many, there remains a significant waiting list and short re-let times. Quality of homes needs to be maintained and changes in void levels monitored.	CBH through management agreement	Mar 2025
1.08	If the demand for reactive repairs increases, there may be insufficient budget to meet demand	Paul Jones	3	2	6	Reduce the risk	The planned maintenance programme for existing homes is delivered each year. A 30-year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term. Major peril to the stock is fire which is covered by appropriate	CBH through management agreement	Mar 2025

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
							insurance.		
1.09	If there are insufficient new supply opportunities (land/acquisitions) or delivery on sites such as new affordable homes from the GVD the ambitious targets for net new supply will not be achieved and the HRA will not be strengthened by generating additional future income	Paul Jones	3	2	6	Reduce the risk	The transition of CBH to CBC will strengthen the combined development team. A 30-year financial plan is maintained, updated and stress tested regularly to ensure the HRA is financially viable over the long term	CBC/CBH via Strategic Housing Delivery Group, Council Member Housing Working Group	Mar 2025
1.10	If the capital receipts held from RTB sales under the retention agreement with DLUHC are not used within 5 years of receipt, they are repayable with interest to the Government.	Paul Jones	3	1	3	Reduce the risk	The acquisition programme is continuing at a level which is adequate to use receipts before they would be repayable. This position is regularly monitored.	CBC/CBH through partnership working	Mar 2025